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The Director of Central Intelligence

Washington, D.C. 20505

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National Intelligence Council

NIC #02945-88
22 August 1988

MEMORANDUM FOR: Lieutenant General Edward J. Heinz, USAF
Director, Intelligence Community Staff

FROM: Fritz W. Ermarth
Chairman

SUBJECT: Cooperation Between Our Offices

REFERENCE: Memorandum for C/NIC from D/ICS, dtd 19 July 88,
Subj: Our Next Joint Steps

1. I have given a good deal of thought to your memorandum of 19 July and have discussed it with some of my colleagues. What we have to offer that you lack but need is daily contact with the policy community and accordingly, a working knowledge of their intelligence needs. What you have that we lack but need is influence over operation of major collection systems and a voice in setting Community budget priorities. It follows that we should find ways to put these capabilities together to our mutual benefit.

2. In your memorandum you note five areas for cooperation.

- o I have already commented on our ability to identify the intelligence needs of the policy community. This includes collection, analysis and production. We can write pieces for you on this subject, or we can talk to any of your officers who are interested.
- o The draft National Intelligence Topics has just arrived; we are prepared to respond to your request that we update the outlook section. Our ability to do this flows from our knowledge of the foreign policy concerns of the policy community.

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SUBJECT: Cooperation Between Our Offices

- o Regarding establishing priorities for the FIRCAP, please tell us what to do and we will give it a try. Most of the NIOs are unfamiliar with the FIRCAP system.
- o Regarding review of the top level requirements system, you probably know that Dave Gries, [REDACTED] and Carl Ford are already working with Doug George and his people on this. Last week they gave their views to John McLaughlin.
- o We are already in touch with [REDACTED] concerning writing portions of the National Foreign Intelligence Strategy.

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3. I certainly agree with you that we should trade material such as warning reports and memoranda with greater regularity. I have asked that this be done. Regarding those reports that you want to send us, please address them to Dave Gries, and he will see that they get to the right people.

4. Finally, you asked that we suggest topics for six more seminars on key issues. I have asked the NIOs to give this some thought and will get back to you soonest.

5. There is one item missing in your memorandum. We need to see more of you and your senior officers. Part of the reason that our offices go their separate ways is that they are not routinely in contact. Let us think of ways to remedy this, such as an occasional visit or lunch as well as periodic visits to each other's staff meetings. An idea that occurred to me is a jointly organized offsite with Community representatives (but lower than the DCI's offsite) to deliberate on the National Intelligence Strategy in the future.



Fritz W. Ermarth

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SUBJECT: Cooperation Between Our Offices

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ICS 7142-88
19 July 1988

MEMORANDUM FOR: Mr. Fritz W. Ermarth
Chairman, National Intelligence Council

FROM: Lieutenant General Edward J. Heinz, USAF
Director, Intelligence Community Staff

SUBJECT: Our Next Joint Steps []

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1. This memorandum is for your information and our joint action. []

2. I understand from [] and [] that they found the NIC's Off-Site Conference last month to be very useful and full of potential. Taking advantage of that potential, and achieving something constructive, is the next problem. []

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3. As we discussed in our meeting a few weeks ago and as I understand Doug mentioned to you that Monday night at your Off-Site, I think there are five basic places where NIC can really aid and assist us, namely:

- o Help us articulate the need for policymakers, and senior intelligence analysts, for intelligence support.

This entails not just collection, but processing, exploitation, research, analysis, production, and dissemination as well.

- o Create and update the Outlook Section for the annual cycle of the National Intelligence Topics.
- o Help us set Intelligence Community priorities in the FIRCAP (DCID 1/2).
- o Help review, at the top level, requirements (in the widest sense of that word), and especially help us articulate gaps--i.e., pieces of requirements which are not getting service, or holes in our requirements.
- o Help write portions of the DCI's National Foreign Intelligence Strategy. []

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SUBJECT: Our Next Joint Steps

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4. We don't have at present all of the mechanisms, including properly designed ones, to implement these opportunities. We will have to create some of them. But we do have some existing capabilities which we ought to exercise jointly as energetically as we can, namely:

- o Trading papers regularly, such as your warning reports and our monthly summaries.

To whom should they be sent, now that [] has departed?

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- o Conducting more seminars on key issues such as those now scheduled for narcotics.

In this regard, it would be useful if the NIC created a list of what you think the next six subjects should be. []

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5. I hope this is useful. I would appreciate any thoughts you have on this topic. My secretary will schedule another joint meeting in a few months so that we can see how we are doing. []

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[]
(Edward ~~W~~ Heinz)
Lieutenant General, USAF

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